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Approved For Release 2000/09/12 : CIA-RDP80-01826R000500180001-1

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17 December 1953

MEMORANDUM FOR: Chairman, Career Service Board, CIA

SUBJECT : Application for Advanced Management Program,
Harvard University

1. Although I have had considerable experience in the professional direction and administration of research and production programs and have thus gained a working knowledge of many management problems and situations, I would anticipate that participation in the Advanced Management Program would give me an insight into management's responsibilities and opportunities for utilization of better techniques and methods. Many years have been devoted to formal education and practical experience in developing my professional qualifications in the field of geography. I regret, that with the exception of courses in Personnel Guidance, School Administration, Conference Leadership and a few others, that little time has been available for concerted attention to training in management, other than that which accrues through experience. I feel that a broader view of management, gained through participation in the Harvard program, would assist me in fulfilling my responsibilities as an executive officer of this Agency.

2. Not knowing the prerequisites which constitute the qualifications for attending the Harvard program I shall not relist those education and experience items as given on the application form, but request your attention to them. Far more important, I feel, is my interest in continuing a career in CIA as long as I can contribute to its mission.


Chief, Geographic Research, ORR

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